Let's Talk Informatics

Kicking and Screaming or Leading the Charge: A Transformation Journey

- Audience audio and video options have been disabled.

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- Today's session is being recorded and registered guests will be emailed a link to access.

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Let's Talk Informatics

Kicking and Screaming or Leading the Charge: A Transformation Journey
Margie Kennedy PhD, RN, FCAN
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Acknowledgement

We acknowledge that we are gathered today
in Mi'kma'ki (*Mig-*maw*-gee),
the traditional ancestral unceded
territory of the Mi'kmaq (*Mig-**maw**) people.

Informatics utilizes health information and health care technology to enable patients to receive best treatment and best outcome possible.

Let's Talk Informatics Objectives

This series is designed to enable participants to:

- Identify knowledge and skills healthcare providers need in order to use information now, and in the future.
- Prepare health care providers through an introduction to concepts and experiences in Informatics.
- Acquire knowledge to remain current by becoming familiar with new trends, terminology, studies, data and news.
- Collaborate with a network of colleagues to establishing connections with leaders who can provide advice on business issues, best-practice and knowledge sharing.

Conflict of Interest Declaration

I do not have an affiliation (financial or otherwise) with a pharmaceutical , medical device, health care informatics organization, or other for-profit funder of this program.

Session Specific Objectives

At the conclusion of this activity, you will be able to:

1. Distinguish between transformation and other forms of change

2. Identify common responses to change

3. Explore the link between leadership styles and organizational culture on transformation success

4. Reflect on your own responses to change and your leadership style

5. Recognize common pitfalls in large scale transformation

6. Identify 1 or 2 factors that inspire you, individually and collectively, to avoid implementation pitfalls and lead the charge to transformation

Change and Transformation

"The measure of intelligence is the the ability to change."

Albert Einstein

Transformation

Types of Change: Rate of Occurrence

- Discontinuous
- Incremental
- Smooth Incremental
- Bumpy incremental
- Continuous
- Continuous incremental
- Punctuated equilibrium

Types of Change: How It Comes About

- Planned
- Emergent
- Contingency
- Choice

Types of Change: Scale

- Fine tuning
- Incremental adjustment
- Modular transformation
- Corporate transformation

What kind of change was the pandemic? SLIDO

What kind of change is the Nova Scotia OPOR Project? SLIDO

What Success Looks Like

Recognizing Success

Depends on Success of Every Person

Metrics of Success

- **Patient Experience** – accessible longitudinal record, don't have to repeat history, continuity of care, able to access own records, consistent quality of care regardless of location

- **Clinician Experience** – patient information accessible regardless of location, timely access to information for clinical decision making, clinical decision support tools

- **Organization** – improved staff retention & recruitment, improved staff and patient satisfaction, staff working to full scope of practice

- **System Performance** – downtime, bugs, speed, etc.

- **Finance**: decreased costs of duplicate tests, easier billing process, consolidated financial processes, etc.

- **Improved Outcomes** – decreased errors, increased direct care time, decreased duplicate diagnostics, decreased time for processes (e.g. pharmacy), etc.

- **Service Desk** – response times, # of escalations, etc.

- **Project** – on time, on budget, on scope, # of CRs

Factors Affecting Successful Transformation

Common Responses to Change

Recognizing the Common Responses to Change

Kicking & Screaming	Apathy Non-involvement	Resistance – explicit or implicit	Leading the Charge
Victim	Bystander	Critic	Navigator

Which of the following is your typical response to change?   SLIDO

- Victim
- Bystander
- Critic
- Navigator

Impact of Organizational Culture on Change

- Mission, values, organizational philosophy
- Hierarchical, rigid boundaries, authority
- Perfectionism, fear of making mistakes, punitive processes or discipline
- Interprofessional practice, practice at full scope
- Collaboration
- Innovation
- Learning organization
- Mentoring

Impact of Leadership Style on Change

- Laissez faire
- Transactional
- Charismatic
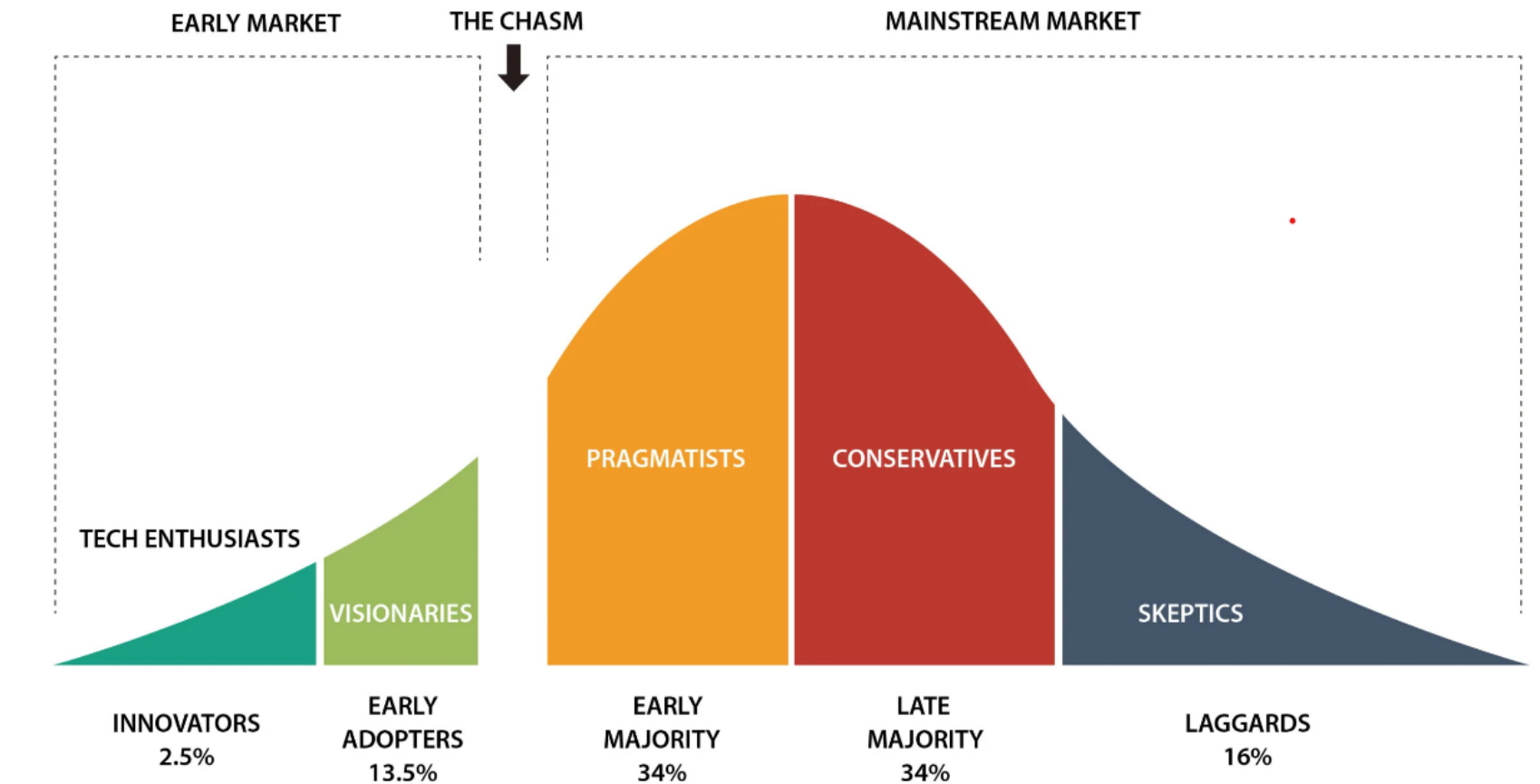- Autocratic
- Democratic
- Servant
- Transformational

Which Type of Leadership Style Do You Use? SLIDO

Insight into Responses

Adoption Curve

Motivation

Desire

What's in it for me?

Managing Change to Achieve Success

Two Approaches to Change

Hard System Change Model

- Developed and based on methods of analysis and change associated with engineering of systems and project management

- Systematic determination of objectives for change

- Used most often in situations where quantitative data can be used to test options for change

Soft System Change Model

- Developed and based on recognition that many change situations involve "people issues"

- Leadership, culture, politics

- Incorporates more human-centric approaches such as viewing organizations as social entities, negotiating goals, different perspectives, diffuse power, consensus views

- Evolved in the 60s in response to the Hard System Change Model
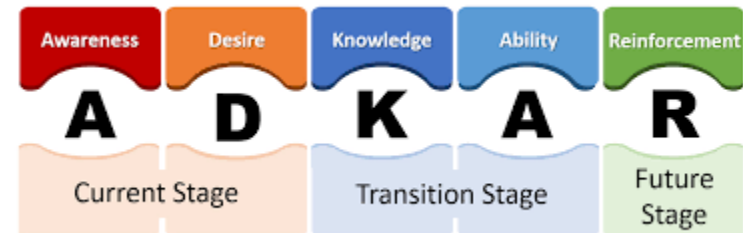
Change Management Models

- **Lewin**: Unfreeze-Change-Refreeze
- **Kotter**: 8 Step Change Plan
- **Rogers**: Diffusion of Innovation
- **Prosci**: ADKAR Model
- **McKinsey** 7-S Model
- **Nudge Theory**
- **Deming Cycle** (Plan-Do-Check-Act)
- **Bridges Transition Model**
- **Kubler-Ross** Change Management Model
- **Satir** Change Management Methodology

Kotter's 8 Step Change Model

Prosci ADKAR Model

How Does the Egg Illustrate Managing Change?

The people who plan the battle rarely battle the plan…..

Simon Sinek

Got a Big Project?

Mind the Potholes…..

Potholes and Pitfalls

- Communication
- Engagement
- "Fit for Purpose" issues
- Governance
- Resistance
- Overly aggressive timelines
- Availability of experienced resources

What pitfalls have you encountered in your past projects that were impactful? SLIDO

Managing the Pitfalls and Avoiding the Potholes

- Executive Sponsors = visible & vocal
- Multi-channel communications
  - Push/pull comms
  - Regular cadence
  - Penetration throughout organizations
- Engagement with clinicians is critical
  - Ensure fit for purpose solution
  - Fosters sense of ownership & planning
  - **Co-create the future**
- Resistance management
- Individual accountability
- Collective accountability = teams
- Leadership – senior, middle, front line

Kicking & Screaming vs Leading the Charge

THANK YOU

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Thank you

Need More Info?

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Let's Talk Informatics Certifications

- **Digital Health Canada** - participants can claim 1CE hour for each presentation attended.

- **College of Family Physicians of Canada and Nova Scotia Chapter** - participants can earn one Mainpro+ credit by providing proof of content aimed at improving computer skills applied to learning and access to information.

- **Canadian College of Health Information Management** - approves 1 CPE credit per hour for this series for professional members of Canada's Health Information Management Association (CHIMA).